SUPPORTING A CULTURE OF WELLNESS FOR EMERGING LEADERS
CWLA is a powerful coalition of hundreds of private and public agencies that since 1920 has worked to serve children and families who are vulnerable. Our expertise, leadership and innovation on policies, programs, and practices help improve the lives of millions of children across the country.

www.cwla.org
Child Welfare League of America - What We Do

- Standards of Excellence & Best Practices
- Advocacy
- Consultation & Training
- Conferences & Elearning
- Publications
CWLA ELC Staff & Chairs

Julie Collins (she/her/hers)
VP, Practice Excellence for Child Welfare League of America (CWLA)

Alycia Blackwell, MSW, JD (she/her/hers)
Deputy Director for Programs and Services for Fairfax County Department of Family Services

Bacall Hincks, LCSW (she/her/hers)
Chief Clinical Officer for Dahlia’s Hope

Terrell Thomas, MSW (she/her/hers)
Strategic Initiative Officer for Stanford Sierra Youth & Families
This committee is a network of child welfare professionals who seek to achieve the following:

- **Networking:** Provide opportunities for networking for child welfare professionals, ranging from new graduates to those with less than 20 years of experience in the field, to provide a professional forum for support, opportunities for career growth, and safe space for the exchange of ideas related to the field of child welfare.

- **Learning:** Recommend or create learning opportunities for emerging leaders in CWLA member agencies.

- **Mentorship:** Work with CWLA to identify strategies to connect future leaders with mentorship opportunities.
Panelists

Keith Luebcke, MSW  
(he/him/his)  
Leadership Advisor with the  
Indiana Department of Child  
Services

Ellen Keithley, MS, QMHP  
(she/her/hers)  
Social Services Director for  
Options Counseling &  
Family Services

Alycia Blackwell, MSW, JD  
(she/her/hers)  
Deputy Director for Programs  
and Services for Fairfax  
County, Virginia, Department  
of Family Services

Oriane Eriksen  
(she/her/hers)  
Division Director of the Children,  
Youth & Families Division at the  
Fairfax County, Virginia,  
Department of Family Services
“Children will live in safe, healthy and supportive families and communities.”
Wellness and Development with Indiana’s Child Welfare Workforce

Keith Luebcke, MSW - Leadership Advisor
Prioritizing Wellness
Indiana’s Employee Assistance Program
Safe Systems Team and Psychological Safety
Developmental Opportunities within Indiana DCS
Family Case Manager Advisory Council
Keith Luebcke, MSW
Leadership Advisor
765-412-6716
Keith.Luebcke@dcs.IN.gov

“Children will live in safe, healthy and supportive families and communities.”
- **Services**
  - Outpatient behavioral health
  - Community-based family preservation and reunification
  - Parenting education
  - Other family supports

- **Scope**
  - 215 employees serve over 10,000 children and families annually in 14 Oregon counties
Formal leadership trainings

Concrete paths to promotion

Employee participation in affinity groups

Channels to provide direct feedback to leadership
Employee voice
Contribute to key decisions
Shape agency’s mission & vision
Promote satisfaction & wellness
Agency-wide

- 360° annual performance survey for all employees
- Wellness benefit additions
- After-hours crisis on-call managed by Lines for Life
- Crisis Prevention Intervention (CPI) training
- Ergonomic support items
- Incentives & client contact tracking systems feedback
- LGBTQ+ trainings
- Money Market option as 403-B benefit
- Provider photos & bios added to website
Clients

- Adult population added to the BH service mix
- Flex funds to purchase health & safety items for clients
- Wi-Fi access in offices for clients
- Winter item drives
Regional

- Grant-funded ADA accommodations & automatic doors
- AEDs in clinics
- Community-building in clinics
- Music in lobbies updated
- Office décor & layout (seasonal and general)
- Outlook calendar for shared spaces/offices
- Restructure agenda of monthly clinic meetings
- Strengthen communication channels to improve feedback to supervisors; staff are empowered to voice & address concerns
• Development & promotion of trauma-informed interventions
• Expansion of trauma-informed care awareness & practice
• Consideration of trauma & its effects across staff & consumer experiences
• Workforce development through education & training
• Support for incorporating the principles of trauma-informed care into policies, practices, & procedures
• Review of current practices, systems, physical space, & other factors that support trauma-informed services and a positive work environment
• Opportunities to have input into agency policy & local priorities through sharing experiences, ideas, & concerns
Key Principles

• Safety - Options strives to support staff & clients to feel physically & psychologically safe

• Trustworthiness and transparency - Organizational operations & decisions are conducted with the goal of building & maintaining trust among staff, clients, & family members

• Collaboration and mutuality - The ongoing goal is collaboration between staff & clients & within Options, from direct care staff to administrators

• Empowerment, voice, & choice - Options strives to recognize, build on, & validate individuals’ strengths, & support and sustain the development of new skills

• Cultural, historical, & gender awareness - Strives to move past cultural stereotypes & biases, considers language & cultural considerations in providing support, offers gender-responsive services, promotes natural supports, & recognizes & addresses historical trauma
Employee Input & Engagement

- Involve employees in achieving a safe & healthful work environment
- Review safety-related sceneries & concerns, as requested by coworkers
- Conduct workplace inspections, identify risks, & make recommendations to reduce concerns
- Annually evaluate safety processes
Leadership Series Agenda Topics

- *Interact* Personal Strengths Profile
- Leading as a JEDI
- *Project Implicit*
- Difficult Conversations
- Employment Law
- Understanding Budgets
- Thomas-Kilmann Instrument *Conflict Assessment Tool*
- Trauma-informed Supervision
- Goal Setting
The mission of the JEDI committee is to foster a positive culture and environment, support well-being, and create a sense of unity through a common purpose.

Members may also research, develop, and propose ideas and processes to enhance the environment for individuals connected to Options.

For example, the committee members have:

- Advised on new employee orientation
- Reviewed existing training
- Helped launch BIPOC & LGBTQ+ affinity groups
- Consulted on recruitment & retention practices
BIPOC and LGBTQ+ Affinity Groups

“I would like to thank you for starting the affinity groups. The BIPOC group has been absolutely life changing for me, and for others. There are a number of us who have never had an opportunity to discuss the lifelong struggles that we have shouldered alone, and never knew how much we needed a community where we belonged.”
Staff Representative to the Board of Directors

- Two employee representatives who bring local perspective & insight to agency-wide decision making
- Positions are not open to supervisors or directors
- Employees receive a stipend or equivalent direct service credit for attendance
- Terms are one year; candidates are nominated or express intention
- Candidates’ deidentified statements of intent are voted on by all employees
6 Dimensions of Wellness:
- Spiritual
- Vocational
- Emotional
- Social
- Intellectual
- Physical
Supporting a Culture of Wellness for Emerging Leaders
Fairfax County, Virginia

- Population: **1.15 million**
- Median household income: **$128,000**
- Poverty rate: **5.9%**
- Unemployment rate: **2.50%**
- Languages spoken in public schools: **200+**

Sources: U.S. Census Bureau 2020 and US Bureau of Labor Statistics 2021 & Fairfax County Public Schools
VISION
Fairfax County is a community where everyone lives their success story and thrives.

MISSION
The Department of Family Services strengthens the wellbeing of our diverse community by protecting and improving the lives of all children, adults, and families through assistance, partnership, advocacy outreach and quality services.

CORE VALUES
- People-Focused
- Equity
- Accountability
- Partnership
- Innovation
Department of Family Services - Overview

Adult and Aging

Children, Youth and Families

Domestic and Sexual Violence Services

Public Assistance and Employment Services

DFS

Fairfax County Department of Family Services
# Children, Youth and Families - FY 2022 Data

## Prevention Services
- Parenting Education: 316 families served
- Healthy Families Fairfax: 457 families served
- Neighborhood Networks: 57 families served

## Child Protective Services
- Number of referrals screened: 7,662
- Number of referrals assigned to CPS: 2,701

## In-Home Services
- Number of families served: 238 families served

## Foster Care
- Number of children in care at end of FY22: 141 children
- Number of youth served in Fostering Futures at end of FY22: 37 youth
Our Practice Model: The **Safe & Connected Practice Model™**
(Dr. Sue Lohrbach, KVC Health Systems)

- Structured way to make decisions with & for the children & families
- Utilizes Consultation & Information Sharing Framework® to organize information & promote critical thinking & collaboration
- Ensures a comprehensive, balanced assessment of risk with the outcomes of improved child safety, well-being, & permanency

System Transformation: Contract with Accenture

- Connects all aspects of child welfare practice to Safe & Connected™
- Defines actionable roadmap to support implementation & sustain progress
- Outlines effective communication, metrics & standards across CYF
Emotional Wellbeing – DFS Partnerships

LiveWell Partnership

- Wellness Webinar Series focused on employee well-being
- Promotes personal resilience, emotional health & adaptive leadership methods & tools

Cigna Employee Assistance Program (EAP)

- Wellness webcasts on personal work-life balance & if the need arises, an option to sponsor targeted in-person, onsite walk-in counseling

Alternative Dispute and Resolution (ADR) Agency Partnership

- Series of topical 20-minute micro-trainings focused on strengthening interactions among staff

*Agency-wide resources
Located in 4 sites & designated for staff use only
• Partnership between human resources, finance, & logistics
• Room resources include journals, mindfulness, relaxation, self-care books, or other mindfulness/reflective activities
• Staff are invited to bring items (headphones to listen to music, or a yoga mat)
• Small teams can also use the rooms to debrief from traumatic events together

*Agency-wide resource
Emotional Wellbeing – Social Work System of Support

- Self-care groups for direct service practitioners & supervisors
- Facilitated by LCSW from local vendor specializing in trauma recovery & education
- Individual & group trauma sessions following traumatic events
- Data has consistently shown a reduction in burnout & secondary trauma & an increase in compassion levels for most participants

*CYF focused, but available agency-wide
Conducted survey to assess employee clinical supervision needs:

- 85% of interested respondents indicated it was very important that clinical supervision be made available
- 75% felt agency support for clinical supervision had a high impact on their decision in choosing an employer

Addressed employee and agency needs by:

- Developing an agency LCSW clinical supervision policy
- Dedicating a full-time LCSW clinical supervisor position
- Sponsoring ongoing clinical training and development

*Agency-wide resource
Professional Development – Supervisors & Managers

FranklinCovey Training Partnership

- All-Access Pass subscriptions for “anyone supervising work of another”
- Expands supervisory mindsets and skillsets with:
  - Individual courses for development
  - Agency “Impact Journey” to foster a management culture of employee engagement

Foundations of Coaching Skills for Supervisors & Managers

- Shows how to use coaching skills in supervision to strengthen teams
- 5-part series includes live learning sessions, peer practice groups, & learning circles

*Agency-wide participation with partial focus on CYF
Professional Development – Child Welfare Institute

Contracted the Butler Institute for Families, University of Denver, to redesign our Child Welfare Institute onboarding academy

CWI Goals:

• Ground new hires in our guiding principles & promote consistent practice
• Promote practitioner physical, psychological, & social well-being
• Support development of skills to confidently practice in alignment with Safe & Connected™ practice model

*CYF-focused
Physical Safety

Crisis Intervention Training (CIT)
• Teaches verbal de-escalation techniques
• Content modified to fit the needs of human services professionals & is people-focused
• Training is proven to avoid or reduce the likelihood of escalation to physical violence
• Reinforces practical behaviors to increase safety

Additional Supports
• Collaboration with local law enforcement partners
• Reminders to supervisors to regularly discuss social worker safety with staff
• Ongoing partnership with Division of Domestic and Sexual Violence Services to address safety issues in DV cases

*Agency-wide participation with partial focus on CYF
Policy & Resource Levers to Support Work-Life Balance

Telework Policy
• Hybrid work environment

IT Tools & Resources
• MS Teams/meeting platforms, connectivity, devices, apps, assistance & support

Virtual Skills Training
• Meeting production
• Engagement methods
• Tools practice

Virtual Supervision Toolkit
• Specialized materials developed to support supervisor/manager skills in a hybrid workplace

Employment Engagement Survey
• Annual employee engagement survey
• Engagement Scorecards inform targeted action plans
• Results evaluated annually to assess/adjust progress

*Agency-wide participation
Summary of Wellness Initiatives

**Frontline Professional Development**
- Child Welfare Institute
- Clinical Supervision

**Manager/Supervisor Professional Development**
- Franklin Covey All Access Pass
- Ongoing Transfer of Learning & Coaching
- Supervisors Toolkit

**Emotional Well-Being Supports**
- DFS CARES Rooms
- Live Well Partnership/EAP/ADR
- Trauma Support Vendor

**Physical Safety Supports**
- Crisis Intervention Training
- Partnering with Law Enforcement
- Cross-divisional Partnership with DSVS

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Policy & Resource Levers to Support Work-Life Balance
Join the Emerging Leaders Committee (ELC) for a webinar series on the hot topic of workforce development. Participants will have the opportunity to learn about practical strategies and tools they can use for their own development, or how to build infrastructures for emerging professionals in their workplaces.

Focus topics include the following:

- **Designing an Effective & Low Cost Leadership Development & Mentorship Program**
  
  *Keith Luebecke, MSW*
  
  October 20, 2022
  1:00pm - 2:30pm, EST

- **Implementing a Peer Mentorship Program to Support Staff Recruitment & Retention**
  
  *Dr. Jacqueline Martin*
  
  November 17, 2022
  1:00pm - 2:30pm, EST

- **Designing an Equitable Leadership Development Program**
  
  *Ellen Keithley, MS QMHP*
  
  December 15, 2022
  1:00pm - 2:30pm, EST

- **Peer Leadership Development, Networking & Support**
  
  *Grey Hilliard-Koshinsky*
  
  January 19th, 2023
  1:00pm - 2:30pm, EST
SUPPORTING A CULTURE OF WELLNESS FOR EMERGING LEADERS

Thank You!